

# *Herefordshire Hospitality*

Delivering Excellence  
in  
Hospitality & Customer Services



Summary of the Employer Forum  
Wednesday, 28<sup>th</sup> November 2012  
Courtyard Theatre  
Hereford

Prepared by

Philip Broomhead  
[philip@riverside-training.co.uk](mailto:philip@riverside-training.co.uk)

Delivering excellence in Hospitality & Customer Services  
Wednesday 28<sup>th</sup> November 2012

*Our mission is to inspire individuals  
through  
passion, energy and a clarity of purpose.*

### **Purpose**

The meeting was held on 28<sup>th</sup> November 2012 to receive feedback from the Marches LEP Skills Plan research and respond by answering four questions:

How can we fill the <i>skills gaps</i> ?
How do we <i>inspire</i> people to make hospitality & customer service a chosen career path?
What <i>support</i> do employers want to achieve excellence in hospitality & customer service?
What more can we do <i>together</i> to achieve excellence?

In our discussions, there are some fundamental barriers which we must overcome in order to achieve excellence.

Barrier	Solution
1. Hospitality is seen as a second choice, stop gap or something you fall into until you find "a proper job".	Make it a first choice career option
2. The perception that Customer Service is a skill that everyone has and can easily be given	Re-educate staff across the county through a programme of excellence and on-going benchmarking.
3. Parent's perception that it is an industry that has low pay, long hours and where staff are not valued.	Raise awareness and promote positive pathways to career success
4. That the rurality of the county makes the logistics of hospitality difficult for young people due to travel to work.	Seek support and funding for those in hardship to ensure parity of conditions
5. It is not in the nature of the county to aspire to greatness as a whole – there are pockets of exceptional service but this is not consistent.	Externally and internally showcase, promote and celebrate the pride in excellence.

Delivering excellence in Hospitality & Customer Services  
Wednesday 28<sup>th</sup> November 2012

*Priorities for action*

Based upon our discussions, below is a summary of what we need to do collaboratively to deliver excellence in Hospitality and Customer Service:

**Greater Collaboration**

■ **Involve key stakeholders in joined up approach.**

1. **Collaborate** through local networks including: FSB; Chamber of Commerce; Rural Hub; Farm Stay; Visit Herefordshire; Tourist Forum.
2. Coordinate specific sector **groups** including: B&Bs; Golf clubs; Shops and Restaurants to share good practice in workforce development.
3. Provide **benchmarks** to excellence and encourage individual actions towards improvement.
4. Ensure providers of quality education and training provide a curriculum offer that meets the needs of employers and learners

**Promoting what we do**

■ **Promote ourselves**

5. **Showcase** Herefordshire as a place of **pride** and encourage employers/employees to share and celebrate their success.
6. **Promote** the hospitality industry through local, regional and national **media** including case studies and success stories.
7. **Celebrate** the excellence that is taking place in Herefordshire.

■ **Raise awareness of the opportunities within the sector**

8. Produce a pathway to excellence through a structured **career path** showing promotional and qualification progression with routes in and through the sector.
9. raise **awareness** and **promote** career opportunities to schools, parents and employers through:
  - a. talks; presentations
  - b. master classes
  - c. competitions

■ **Encourage new entrants into the sector as a first choice:**

10. Use local role models as **ambassadors** to inspire through passion and energy
  - a. Previous students
  - b. Local celebrities
11. Show opportunities in the **wider** sector
  - a. Organise visits to providers of excellence (Celtic Manor, Belfry)
  - b. Access to work experience into Europe through exchange funding



## Delivering excellence in Hospitality & Customer Services

Wednesday 28<sup>th</sup> November 2012

- c. Case studies of global success stories
- 12. Provide opportunities for **work experience** to inspire excellence in preparation for work.
  - a. Coordinated approach to work experience
  - b. Structured evaluation and reflection

## Workforce Development

### ■ Prepare young People to enter the sector

- 13. Build **confidence** and self esteem in young people to present a positive impression of themselves.
  - a. Interview and career coaching
  - b. Life and social skills for employment
  - c. Better evaluation of candidates to demonstrate commitment, ambition and willingness to the sector
- 14. Build on the success of the Olympics through the unified delivery of **Customer Service** training across the county
  - a. New entrant induction programme (World host)
  - b. On-going mentoring in the workplace
  - c. Refresher and updating of Continued professional development of all staff
- 15. Provide on-going **support** to new entrants and employers to ensure workforce development
  - a. Coaching and Mentoring for excellence
  - b. Continued professional development for all

### ■ Provide targeted Training and Business Development to employers

- 16. Provide **short courses** to meet employer skills gaps
  - a. Customer service training courses including; dealing with complaints; delivering good service.
  - b. Legislative driven courses including: food safety; licensing; first aid; health & safety
  - c. Business management including Team Building and Problem Solving
  - d. Finance and help for small businesses
  - e. Personnel and employment including: recruitment; induction; appraisals; performance management)
  - f. Dedicated skills requirements including: wines and spirits;
- 17. Share good practice in the delivery and application of skills
  - a. Local master classes for employees
  - b. Visits and case studies